

# RECRUITING IN MEDIUM & LARGE -SIZED COMPANIES: FACTORS OF SUCCESS & FAILURE

## Abstract

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Title of publication <b>Recruiting in Medium &amp; Large -sized companies: Factors of Success &amp; Failure.</b>		
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<p>The goal for this thesis was to study theory, articles, and previous researches about recruiting trends, tools, and issues and compare the knowledge to habits and recruiting processes in working life.</p> <p>The theory part of this thesis is divided into two parts. Firstly, the reader is introduced to recruiting process, channels, methods, and factors which have an impact in modern recruiting. The second part of the theory is provided by collecting information from two national recruiting researches. (Duunitori &amp; aTalent)</p> <p>The empirical part of this study was done with qualitative research. Research material was gathered with half-structured interviews with four recruiting professionals. The interviews were performed in December 2019 and January 2020.</p> <p>The results of this research reveal that interviewed companies have rather different skills in the field of recruiting. Recruiting is always a specific action which must be planned and adequate for the company's purposes. Bigger companies had more carefully planned and structured recruiting operations than smaller companies.</p>		
Keywords Recruiting, Recruiting process, Real-Life Recruiting, Employer Branding		

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# 1 INTRODUCTION

## 1.1 Thesis topic

The interest in this topic came from the author's curiosity towards recruiting. The author has worked and applied in many positions during his career and never enjoyed the applying. This thesis aims to help recruiters and job seekers to understand the recruiting field; how it should be according to researches and how it often is among the companies.

Recruiting is the process of finding and hiring the most suitable applicants for the vacancy or differently said: linking activity which brings people looking for jobs and employers who have jobs to fill. (DeCenzo & Robbins 2010, 134.)

Recruiting includes everything that is needed and done to employ the necessary persons for the company. Hiring new employees is usually a long-term decision and meaningful for the employer. It costs resources and affects to company's service, quality, income or other factors. Successful recruitment will improve the company's profitability, quality or service. And unsuccessful recruitment can cost serious harm for company's objectives. (Viitala 2013, 98.)

## 1.2 Research Goals, Questions, and Methods

This thesis aims to find out how medium-sized & large companies are recruiting and are there differences among them? Are they using modern solutions in their recruitments and how their recruitment processes and tools differ from the studied modern recruiting ways?

Research question: "How companies are recruiting?"

Sub question: "Are companies applying modern methods or are they outdated?"

This thesis covers theory about recruiting in general, but aims to restrict the topic to the part of the process when recruiting decision has been done until the last round of interviews.

The theory part of this thesis was done as a literature review. The theoretical part consists of explaining recruiting methods, channels, process and issues in the field.

After the literature review author analyzes two recruiting-related researches (Duunitori 2019: kansallinen rekrytointitutkimus & aTalent rekrytointitutkimus 2018: rekrytointi nuorten ammattilaisten silmin). These researches offer good information about the ways in modern recruiting and the author combined information from these studies with literature and created interview questions.

The empirical part of the thesis was done with qualitative research.

“Qualitative research aims to answer what this phenomenon is about?” (Kananen 2010, 36.)

The empirical part of the thesis researches how different recruiting professionals do their job. Interviews are looking at answers to what, why & how are they operating the way they are.

### 1.3 Thesis structure

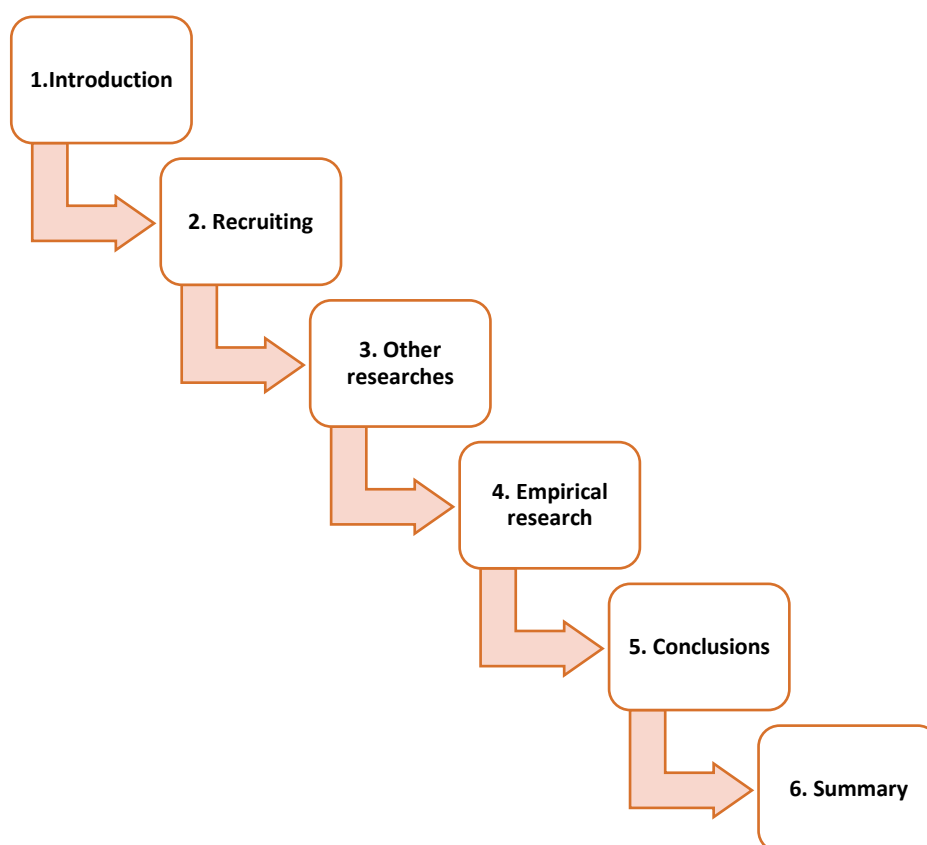


Figure 1 Thesis structure

Figure 1 Explains the structure of this thesis. The thesis starts with introducing the topic, what this research aims to accomplish and something about the studied phenomenon.

After the introduction, chapter two provides a literature review of the topic.

Two already performed researches are studied in chapter three.

Chapter Four focuses on the empirical part of the research. This chapter deals with interviews of recruiting professionals.

In chapter five author compares gathered information from literature, researches, and interviews and provides findings of the research.

Chapter six summarizes the whole research shortly.

## 2 WHAT IS RECRUITING?

This chapter focuses on the theory about the recruiting process and key points around recruiting.

### 2.1 Recruiting Process

“Recruiting should never be game of luck, it should be a game of skill” (Rötkin 2015, 45).

“Recruiting left-handedly is like a working life lottery ticket. At first, your hopes are high, but after the last numbers most of the time you have a worthless piece in your hands” (Rötkin 2015, 45.)

This chapter provides theory about the basic knowledge of the recruiting process.

The recruiting process always begins with identifying the need for a certain job, task or assignment. When the hiring party knows what they need they can start recruiting. And the process ends after signing the contract, orientating the employee and evaluating the success of the process. (Kaijala 2016, 62-66.)

The process between beginning and end depends on the needs and specifications of the task. Kauhanen (2010) described the process like this:

1. HR strategy
2. Defining the need for recruitment
3. Defining & Describing the position
4. Defining criteria for the position
5. Choosing proper channels
6. Screening applications and starting interviews
7. Choosing the right candidate
8. Signing contract
9. Internal information about a new colleague
10. Orientation
11. Evaluation

### 2.1.1 Specifying the need of employment & defining the needed skills

At the beginning of recruitment, recruiters should always think about questions of the position that they are looking to fill. Is the position/job necessary or are there some parts of the job that are not needed? Do we need a new employee for the task, or can we divide them with our current employees? Is it wise to hire someone or should we outsource the task? Careful evaluation of the need is extremely important because it will give the frames for the upcoming process. (Viitala 2013, 99.)

In this stage, a recruiter or company must analyze the need for recruitment. When analyzing the need, you should consider at least the following aspects:

- Do we actually need to fulfill these tasks?
- Or should we outsource those?
- Has the meaning of the task changed since the previous employee?
- With whom is the next person going to work? The chemistry between them?

The other stage is defining of skills, talents, and attributes of the candidate. It is not relevant anymore to set specific criteria for the candidate. It is more relevant to find the right person for the company who fits in the company culture, can bring something new to the company, and stay in the company. (Kaijala 2016, 27-28.)

The first question or problem to solve when recruiting is: Why? When you are recruiting you must define the need and purpose for the recruitment. This part is too often forgotten, companies are hiring with: "John" quit his job, so we have to hire a new person -mentality, instead of actually evaluating their needs and reasons for the given task. (Rötkin 2015, 46-49.)

Both Rötkin and Kaijala agree that after recognizing the need for employment, usual mistakes are unreal expectations or demands towards the applicants. Companies should create a list of necessary skills and talents.

According to Rötkin, skills and talents can be divided into two main categories:

- Knowledge & skills (Education, work-experience, etc.)
- Behavioral & personal (Social skills, personality, etc.)



Depending on the job, the recruiter must define the key factors from knowledge & skills to create a screening limit for candidates: What skills are necessary to have in that task? For Example, a financial analyst must have good MS excel skills to succeed in the job. (Rötkin 2015, 55.)

Both Rötkin and Kaijala shared the same thoughts about that recruiting and job environments have changed, and the meaning of certain knowledge or skills are losing their importance and the personality and the fit to the company are more valued. One could summarize their thoughts to a phrase: "You can always teach a certain skill for a man, but you cannot force the chemistry to work between individuals."

### 2.1.2 Application Form

After defining the need for a new employee and analyzing the necessary skills, responsibilities and other criteria it is time to create the application form for the position. This is the step where many companies make mistakes. If you want to find the right person for the position and also fits the company culture. (Kaijala 2016, 58-59.)

When creating an application form recruiter should keep the text tidy, avoid mistakes, nonsense and most importantly focus on: who are we trying to reach and what kind of image we want to give from us. (Joki 2018, 92-93.)

According to (Kaijala 2016, 59-60.) the most usual mistakes when writing the application form are:

- Have unreal expectations for the position
- Set the criteria incorrectly (criteria should be set with realistic thoughts)
- Describing the task with clichés and creating a false image about it
- Copying the old application form and using it

One of the keys to creating a successful application form, is to concentrate on the question: Why? A good application form gives a clear image of the position and also explains why it is important for the company that they find the right candidate for it. Regardless of what the task is, it should be explained that the candidate is needed and wanted for the company. (Rötkin 2015, 48-50.)

Honesty and realistic description are key elements for attracting qualified candidates and also to sustain them for the company. If the description of the position is misleading, the

employee might quickly face issues with the job: It might be too challenging, it might be too simple, or it might be something totally different from what was described. And these issues usually lead to ending the relationship. And then recruiting starts again. (Rötkin 2015, 50-51.)

According to (Kaijala 2016, 60.) good ways to gain the interest of potential applicants are to provide information about these points instead of clichés, jargon or commercial non-sense.

- What are the advancing and promotion possibilities in this company?
- What are the policies, culture, and goals of the company?
- And how does the company imply them on a daily basis?
- What kind of team-members you would have in this position?
- What are the concrete goals of this position and how the company believes you can successfully meet them?

### 2.1.3 Recruiting Methods

Different positions require different recruiting methods to gain the best outcome (Kaijala 2016, 128). According to Kaijala, recruiting methods can be divided by the following:

- Headhunting
- Advertisement based recruiting
- Temporary agency work
- Sub-contractors and Freelancers

Definition of Headhunt according to Merriam-Webster dictionary: "To recruit (personnel and especially executives) for top-level jobs."

*"Headhunters are hired by firms to find talent and to locate individuals who meet specific job requirements" (Investopedia, Kenton, W. 2018).*

Headhunting is a method where a company uses external consult who finds appropriate candidates for the company. Usually, headhunting is used for strategic positions where

the stakes are high and incorrect recruit might have big impacts on the company's future. (Kaijala 2016, 129.)

Headhunting has higher costs but it is an effective way to fill a position when it is either higher strategic position where mistakes cost a lot or the position is hard to fill due to lack of talented applicants for a very detailed and specified position. (Kaijala 2016, 129.)

Advertisement based recruiting is that what most people see or at least saw what recruiting is. Before it was job advertisements in printed papers and nowadays more and more in online platforms and social media. (Kaijala 2016, 142.)

In advertisement based recruiting candidates apply for the open position. Advertisements are published in different channels to attract the most suitable applicants. (Kaijala 2016, 142.)

Advertisement based recruiting is an excellent way to fulfill a position when it is known that there are enough applicants and experienced workforce available. It is also a cheaper and usually faster way to find a suitable employee than headhunting. In other hand, advertisement based recruiting isn't the best way to hire personnel to strategic or top-end positions because the chances to find a "perfect match" for the company are better with headhunting. (Kaijala 2016, 143.)

Temporary agency work means that there is an agent between the company and the employee. Employees create a contract with the agency and the agency has its own contract with the company, so they are renting the labor for companies. – agency work is more flexible for both parties, but in a long-term period, it is more beneficial for both parties to create a contract together and leave the agency out of it. (International Labour Organization, 2019.)

Freelancers and sub-contractors are usually recruited to accomplish a certain project or to work for a defined time. Depending on the nature of a company and its objectives, they might use the same freelancer for many tasks, and they could be seen as a regular employee for co-workers. They aren't. Freelancers and sub-contractors are companies who have made a contract about tasks that they will do for the company and then they will charge the amount agreed from completed work. For example: If your company needs time to time visual effects for marketing campaigns, it probably is wise to use a freelancer to deliver the wanted solution. If both parties are happy about the outcome, you can use the same freelancer in the next campaign. And the company doesn't have to worry about healthcare, insurance or other personnel expenses about them. (Kaijala 2016, 149-150.)

### 2.1.4 Recruiting Channels

After the company has defined what position they need to fill and decided on the correct method, they need to decide what are the best channels to find suitable applicants to fill the job. Used channels depend on the nature of the assignment. You have to use different channels if you are looking for a new CEO or if you are looking for a sales assistant or IT-specialist. (Kaijala 2016, 63.)

When choosing the recruiting channels company should think carefully and analyze who are their target audience and how or where can they reach them efficiently. Recruiters must know what are the best ways to reach their target audience and potential candidates. It is just a waste of time to put recruitment efforts on social media if your potential candidates are looking for jobs from printed media. (Suonpää, 2019.)

Depending on the target audience it is important to use channels and methods correctly. The Millennials (or Generation Y) who are born in the 1980s to mid-1990s are now getting employed. Or have already been, but the process might have been old fashioned for them. Millennials grew up with digitalization and have used to new technologies and inventions and social media has integrated to their daily life. So, if you want to reach for millennials you should use social media among the other channels while recruiting. (Kaijala 2016, 151-152.)

Depending on the budget, time, and the position to fill, recruitment channels can vary a lot. Online advertisements, own network and internal search cost rather less money compared to the external recruiting agency. (Joki 2018, 91.)

According to research from Duunitori 2019. The most used channels in recruiting are websites for publishing and applying for jobs (Job-boards), Governmental employment services, social media, own relations and networks, internal search, and company's websites. The portion of print used in recruiting was low, around 10 percent of responders stated that it is an important channel for them. In Chart 1 you can see the trend of most important recruiting channels from 2013 to 2019.



## Tärkeimmät rekrytointikanavat 2013 - 2019



Chart 1 Most important recruiting channels from 2013 to 2019. Source: Duunitori 2019. Kansallinen rekrytointitutkimus.

As seen in Chart 1, Social media (LinkedIn and Facebook) are on heavy use. Duunitori, Oikotie, and Monster are job-boards where you can post open positions. And TE-palvelut is governmental employment services.

### 2.1.5 Screening

After deciding the right channel or channels to search candidates, it is time to start screening and interviewing the candidates. The steps and procedures at this stage vary on many things and what kind of position you are filling. You might have screening steps with different tests and tasks before inviting one to interview or your first interview round can be arranged as a video interview. Depending on variables such as the number of applicants, the importance of the position for the company and time available sets the frames to the process and defines how many stages it does have before the last interview round. (Kaijala 59-61. 2016.)

If there aren't tens or hundreds of applicants, one way of screening could be to divide applications into three piles: Good candidates, possible candidates and rejected candidates. (Joki, 93. 2018.)

### 2.1.6 Onboarding & Orientation

Successful recruiting doesn't end when the contract has been signed. It is crucial to give a warm welcome for the new employee and integrate the person to the company's way to do things, policies, manners, and culture. (Kaijala 2016, 65.)

The orientation process varies within the position: some tasks need a longer period to learn and get along with. At the beginning of employment, an employee will spend a lot of time and energy learning company policies, systems, methods, and tasks. If the orientation is done left-handedly and the employee is "raw" when starting actual assignments, it can cause losses or even accidents. (Viitala 2013, 101.)

According to Kaijala definitions of the terms goes like this:

**Orientation:** General orienting at the beginning of a working relationship and aims to give the basic tools for succeeding in the job.

**Onboarding:** Wider term and aims higher. It aims to get the person to work productively as fast as possible and ensure and raise the commitment of the worker.

So, basically, orientation aims to teach you the essentials for the job and onboarding aims to integrate you into the company and create a committed worker for the company. (Kaijala 2016, 66.)

## 2.2 Employer Branding

The employer brand is how the candidates see the company. When candidates must ensure their capabilities and strengths as an employee, employers must answer to that with their employer brand. It is like a resume of the company. (Monster 2019.)

Employer brand is sort of a mix of the perks what employees connect to a company. The perks can be financial, practical, political, cultural or whatever that an employee can feel like a perk when working for that employer. (Mäkinen 2019.)

Image, brand, and reputation are important for the company and to its customers and stakeholders. The employer brand is part of this big image of the company. Supply and demand are key factors also in recruiting. When your company has a good employer brand it will more likely create interest in your company among the candidates instead if your company is publicly seen as an “evil” corporation. It is also said that employees are more loyal and committed to the company when their employer brand is good. (Duunitori 2018.)

Basically, everything influences your employer brand: What kind of websites do you have? Social media channels? Is the company active in social media? General customer satisfaction? Experiences of other employees? A general image on LinkedIn? and so on. It would be a completely own study if the author would answer to question how to create a good employer brand? In this study, you will see more about the consequences of good or bad employer branding.

Some companies (especially in tough economic times) have an old-fashioned way of thinking that employees should be grateful for them because they let them work. These old-fashioned companies might face that they don't have any draft towards their company and some of them even deny the facts and just blame millennials for being ungrateful, lazy and untalented people. (Kaijala 2016, 155.)

Especially millennials are interested in employer branding. They aren't interested only in the salary, position, perks, etc. The relationship between free-time and work is fading and people are more interested in companies which are able to co-operate with their personal lives. It doesn't mean that work and free-time would integrate completely, but companies that understand one's ambitions, dreams and the general way of life are in a better position to gain these talents and commit them to the company. (Kaijala 2016, 156.)

The recruiting process shouldn't always be complicated and loaded with many steps. Still, most of the processes are, or at least the candidates feel that the process is complicated and overwhelming. That is a place for creating a positive employer brand simply: explain the steps and timeline of the recruiting process for applicants and keep them informed. Also explaining why the process is done in a certain way and why does it take that amount of time is important to make the candidate feel like they are appreciated. It shouldn't be that hard, but unfortunately many times it is the opposite. (Rötkin 2015, 59-60.)

Employer branding is a wide concept and there are many ways to create and improve it. On the sight of recruiting, a good, well-organized, and informed recruiting process can improve the company's employer brand with leaps. Even if a certain candidate wouldn't be chosen at the point, the importance of properly handled recruiting experience with a clear timeframe, good communication and feedback have a big difference in how the candidate will see the company in the future. If the experience was great, that person could apply later for another position for the company or recommend the company for their acquaintances just because they had a good experience when applying there. (Kaijala 2016, 156.)

Both Rötkin and Kaijala agree that too many companies don't evaluate their recruiting process and experiences enough. They lose potential employees because of outdated policies and poor experiences during the process. And that will have an impact on their employer branding which means that hiring talented workforce becomes harder.

### 2.3 Recruitment laws and obligations

Basically, when a company is recruiting, they can hire a person who is the best fit for the position. But they have to consider the regulations of employment law, equality, and discrimination. (Havula, Meincke & Vanhala-Harmanen 2017, 25.)

When a company is choosing new employees, they are not allowed to justify their pick with personal or physical preferences such as age, nationality, religion, political orientation, gender, sexual orientation, family relations or pregnancy. (Havula & co. 2017, 25.)

Even today in Finland where you could think that applicants are equally treated and have the same opportunities to get employed, in fact they, aren't.

A researcher of sociology at Helsinki University named Akhlaq Ahmad created a practical experiment in 2016-2017. He sent 5000 application forms with different names and looked if the name has an effect on the invitation to interview. The 5000 forms were divided into five different nationalities and each nationality was divided into two genders, so there were 10 different results from 500 sent applications. The results were overwhelming: Finnish female applicant got 221 interview invitations which was the highest result. And in the other end, Somalian male applicant got only 34 interview invitations. This is something that cannot be just coincidence or luck-based: the name and gender of the applicant still had an effect on recruiting in modern Finland. Ahmad, (2019.) When the name matters: An experimental Investigation of Ethnic Discrimination in the Finnish Labor Market. (Marti, Pietarinen & Mäntymaa 2019.)



### 3 FAMILIARIZING WITH OTHER RECRUITING RESEARCHES

This chapter will dig into two researches about recruiting.

#### 3.1 National Recruiting Research and Recruiting from the Perspective of Young Professionals

In Finland, we have been recruiting staff traditionally with certain tasks, skills and work titles with certain criteria and needs for CV and resume. Now that the world has changed and globalized, we have to change our recruiting too. It is common nowadays to hire a person which can be modified to different tasks and to merge him into the company, instead of just filling a job. (Kaijala 2016, 21-22.)

Being mediocre and believing that old habits and efforts will carry the company still in the future is useless. The fight for talent will be even harder in the future. (Ahlroth 2019.)

The first research is called National Recruiting Research (Kansallinen rekrytointitutkimus) 2019. It is created by Duunitori which is a job board and recruiting media.

They have done the research annually from 2013. There were 268 recruiting professionals who participated in this research in 2019. In Chart 2 you can see the backgrounds of the participants.

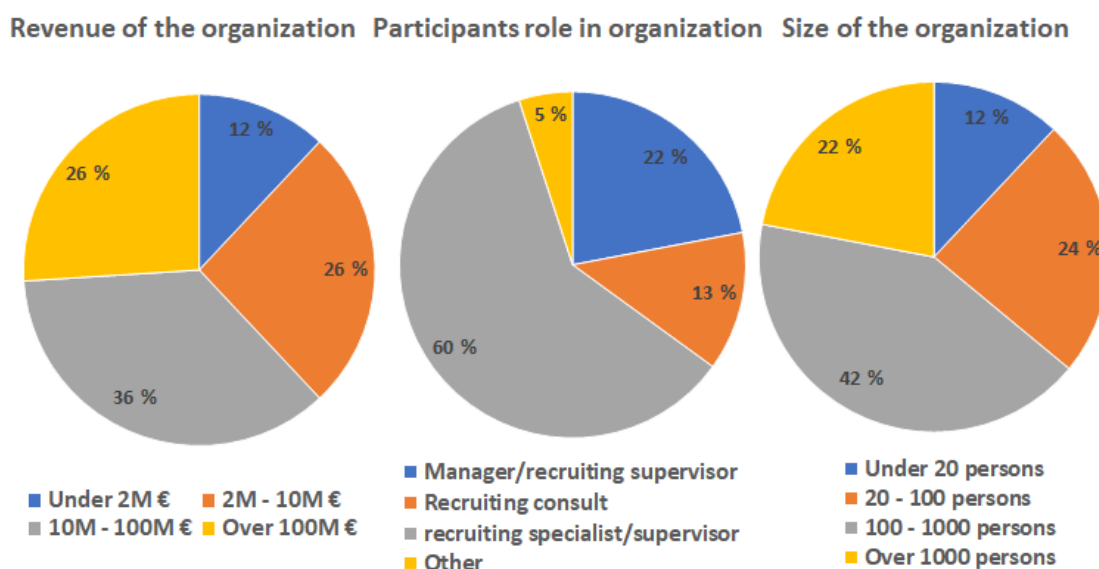
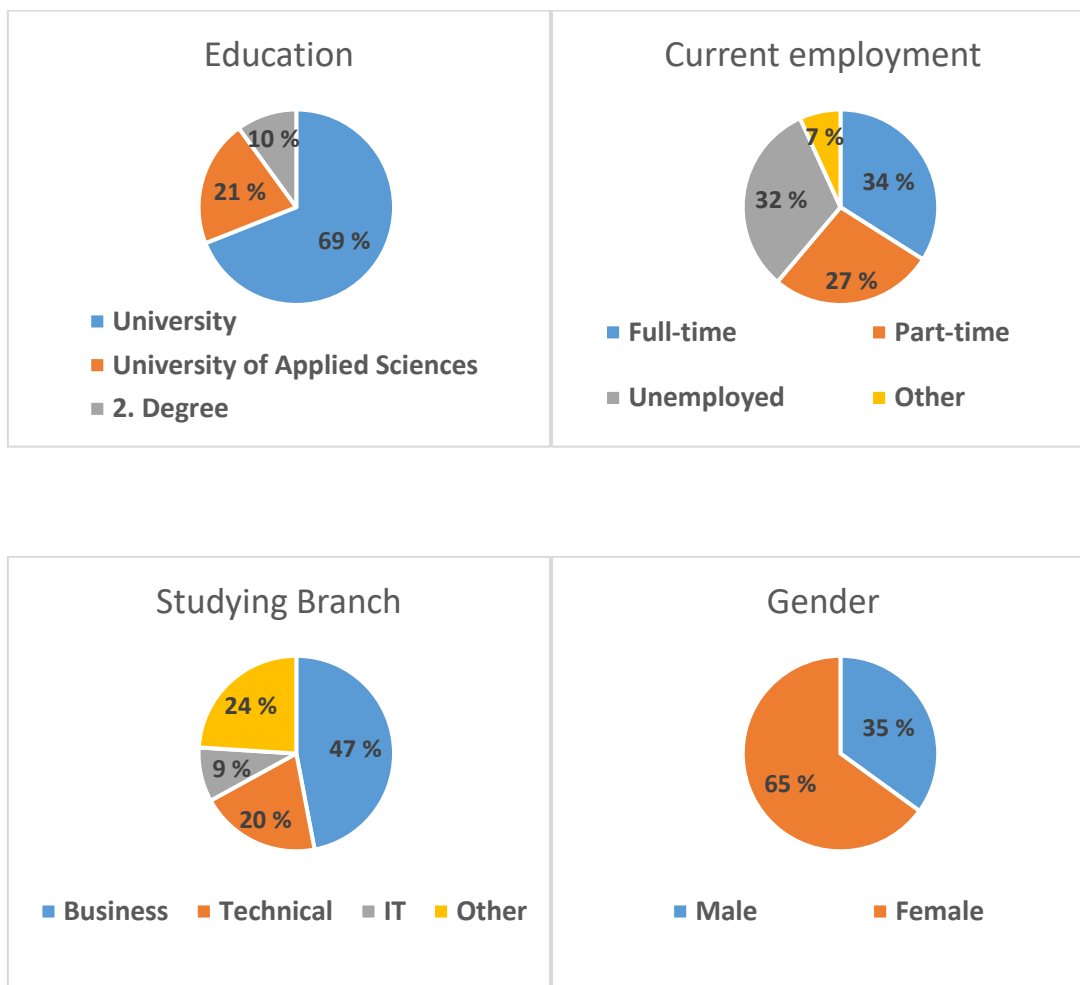


Chart 2 Backgrounds of research participants

The second research used in this study is called Recruiting from the perspective of young professionals (Rekrytointi nuorten ammatilaisten silmin) 2018. It is created by aTalent Recruiting which is a recruiting company and platform owned by student unions.

The same research was created in 2016 and information and data in the latest research are compared to that. There were 2081 participants in this research. In these charts below the backgrounds of participants are explained.



From all participants, 31,1 percent are graduated before 2018, 26 percent of the participants estimated that they will graduate during 2018 and the rest of the participants estimated that they will graduate in less than five years.

### 3.1.1 Devices used when applying for a position

According to the research of Duunitori (2019), 64 percent of applicants used smartphones for searching new job opportunities. In Chart 3 you can see how the trend has changed during past years.

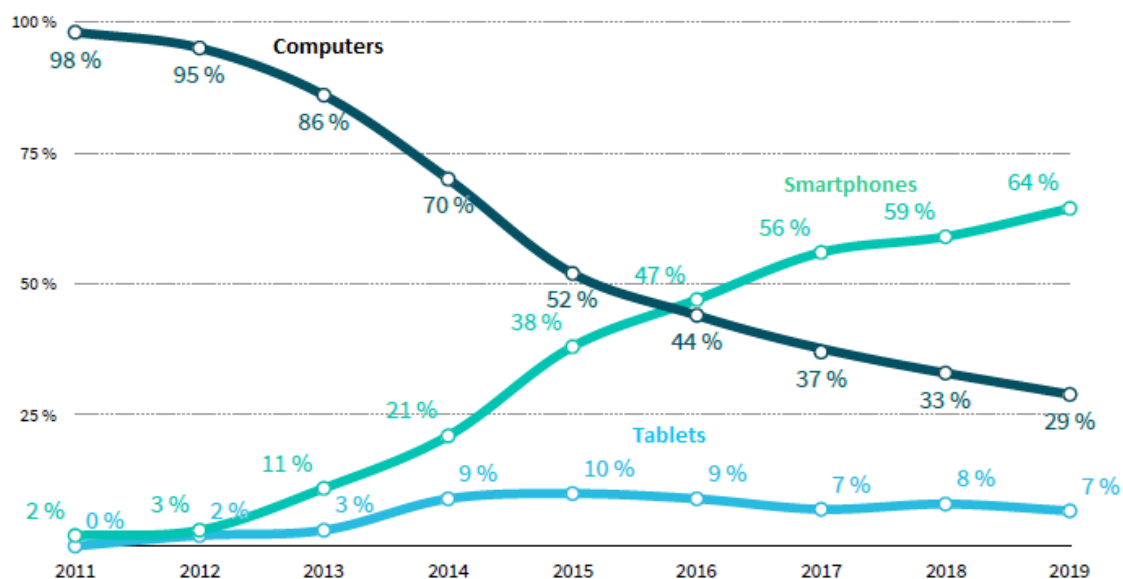


Chart 3 Devices used to applying. Source: Duunitori 2019. Kansallinen rekrytointitutkimus.

### 3.1.2 Recruiting channels used according to Duunitori and aTalent

According to Duunitori (2019), the recruiter's most valuable channels for recruiting are networks of personnel, company websites and internal recruiting. All three categories were classified as pretty important, important or extremely important by over 75 percent of the participants.

Figure 2 shows the division after the top three channels.

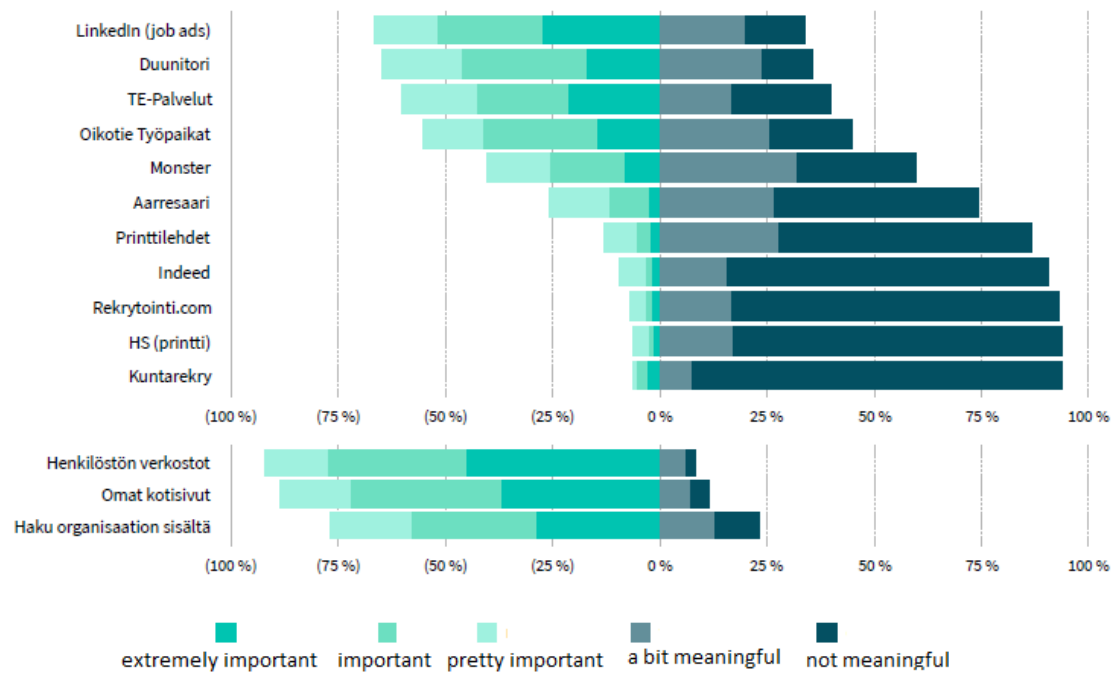


Figure 2 Most important recruiting channels. Source: Duunitori 2019. Kansallinen rekrytointitutkimus.

As Figure 2 shows, most important channels after networks of personnel, company web-sites and internal recruiting are LinkedIn, governmental employment platform and different job-boards & recruiting platforms. (Duunitori 2019.)

The trend is similar when we look into the research of aTalent, where the participants were applicants. The most popular channels according to their research are listed in Chart 4.

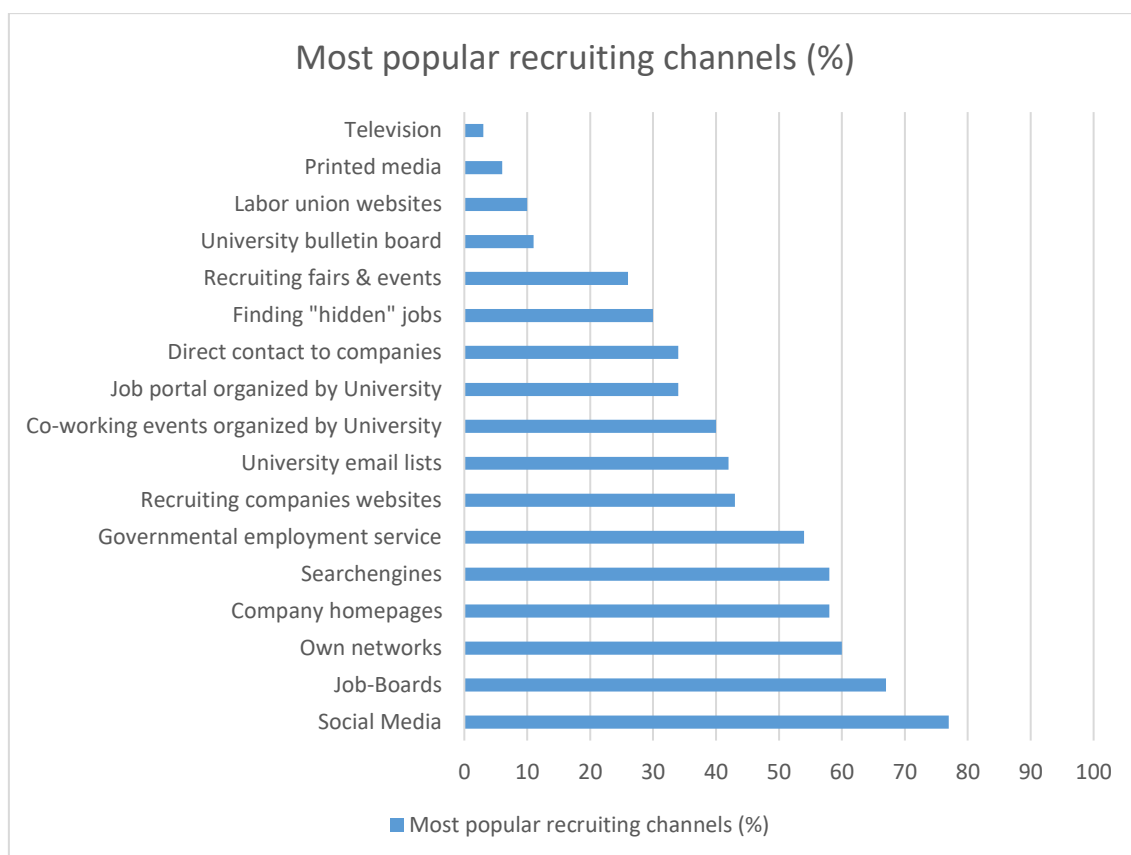


Chart 4 Most popular recruiting channels. Source: aTalent 2018. Rekrytointi nuorten ammattilaisten silmin.

Both recruiters and applicants use similar social media. According to researches, LinkedIn is the most popular in both parties: 70 percent of applicants use it while applying for a position and over 75 percent of recruiters say that it is either pretty important, important or extremely important channel in their job.

Secondly used social media in recruiting is Facebook. 60 percent of applicants answered that they use Facebook when they looked for jobs. Around 65 percent of recruiters say that it is either pretty important, important or extremely important channel in their job.

These two channels can be seen as leading social media channels in the recruiting world. On third place is Instagram which is used by 24 percent of the applicants and around 35 percent of recruiters think it is pretty important, important or extremely important channel.

Twitter, Snapchat, and YouTube aren't seen as important recruiting channels, but these are excellent channels to improve the company's Employer Branding. (aTalent 2018.)

### 3.1.3 Recruiting tools & methods

aTalent asked the participants what methods or tools did they face and what would they wish to be used in recruiting. Chart 5 shows the trend and differences that were faced versus what is hoped.

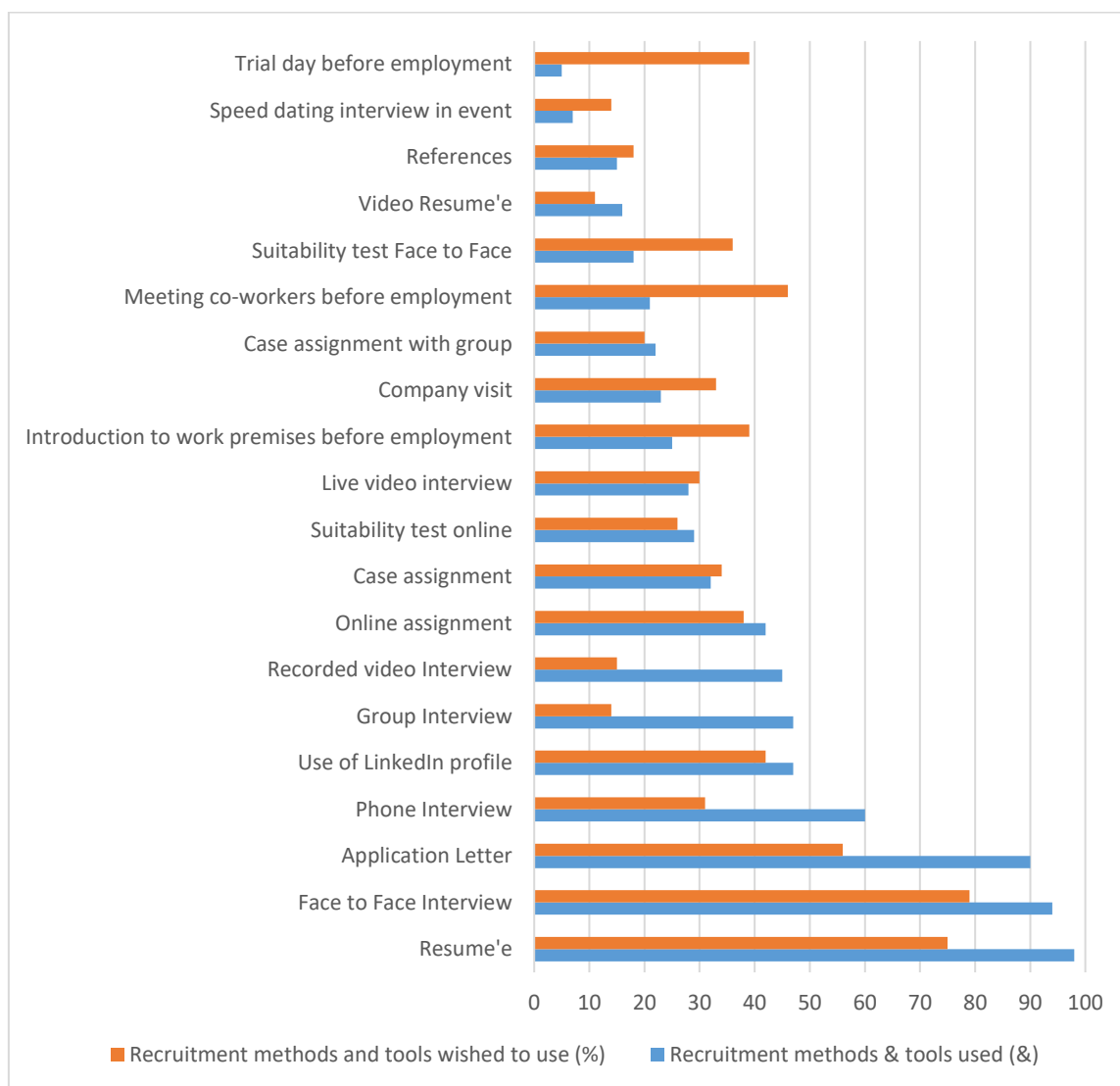


Chart 5 Faced recruiting tools & methods.

Chart 5 sums up pretty well what we went through in chapter two. That modern workers are applying for a company, not for a certain position only. Meeting future co-workers and trying the job for a day is something that participants crave for. Also, group interviews and recorded video interviews are not as much appreciated compared to how much they are used. (aTalent 2018).

### 3.1.4 Recruiting process

In this sub-chapter, we will analyze the results what are the most important elements in the recruiting process according to applicants and how recruiters see the situation.

In Chart 6 we can see the results of important elements in the recruiting process according to applicants (aTalent 2018).

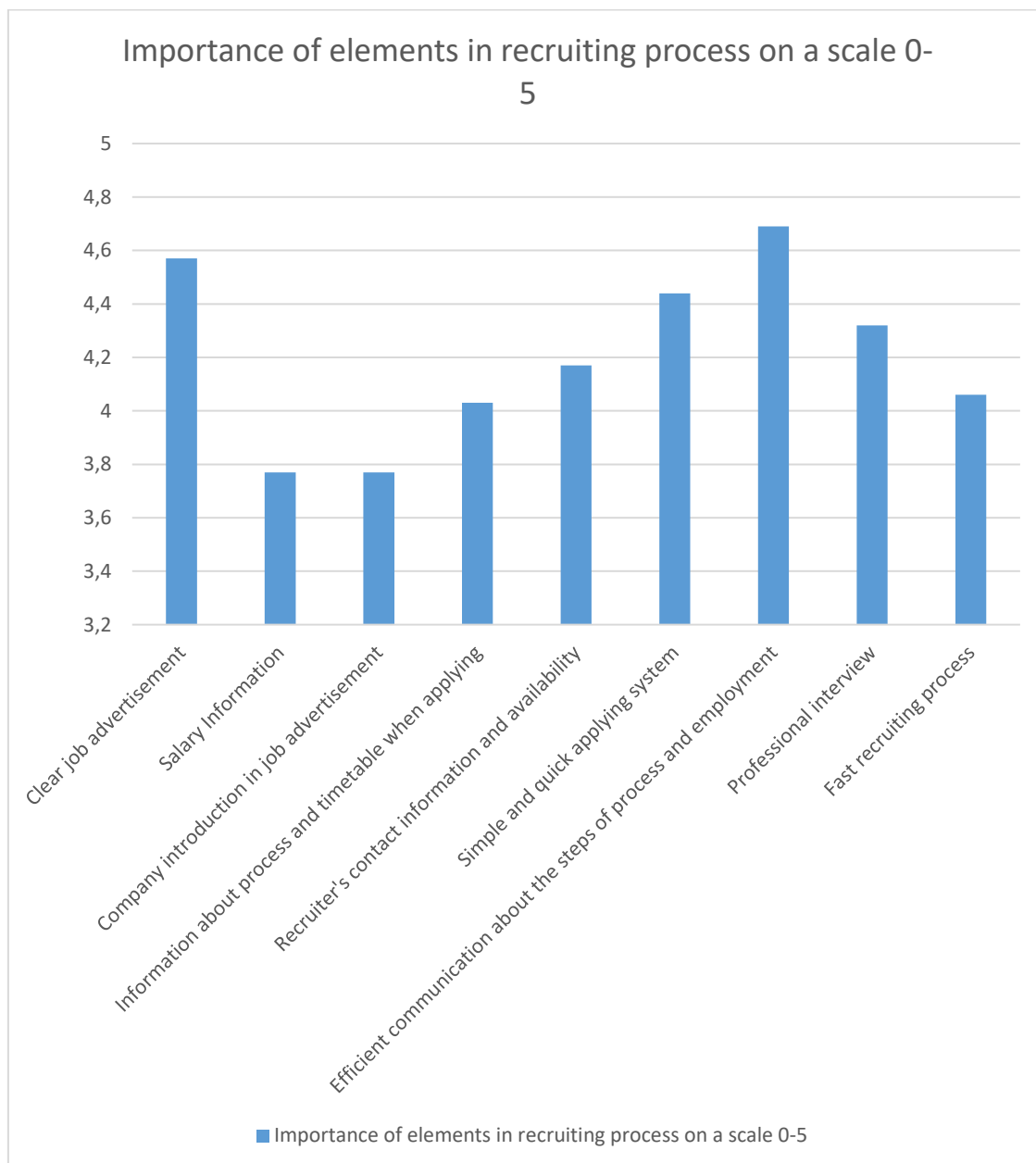


Chart 6 Important elements of the recruiting process.

As we can see in Chart 6, the top three elements are efficient communication during the process, clear and honest job advertisements and simple and quick applying system. These answers are similar to what we saw in chapter two also.

Millennials are eager to accept competing for an offer from another company if communication isn't handled properly, but also, they are willing to compromise and wait for a longer time before decision making if the communication is clear and they are well informed about the upcoming steps (aTalent 2018).

Nowadays the importance of keeping promises is extremely important for companies. If the company states e.g. that they will inform the applicants about how the recruitment proceeds, they must do it if they want to keep their employer brand positive. Each applicant should be respected at least that much that they will be informed if they weren't chosen. (Joki 2018, 94.)

According to Duunitori (2019), the most important element for successful recruiting is described in Chart 7.



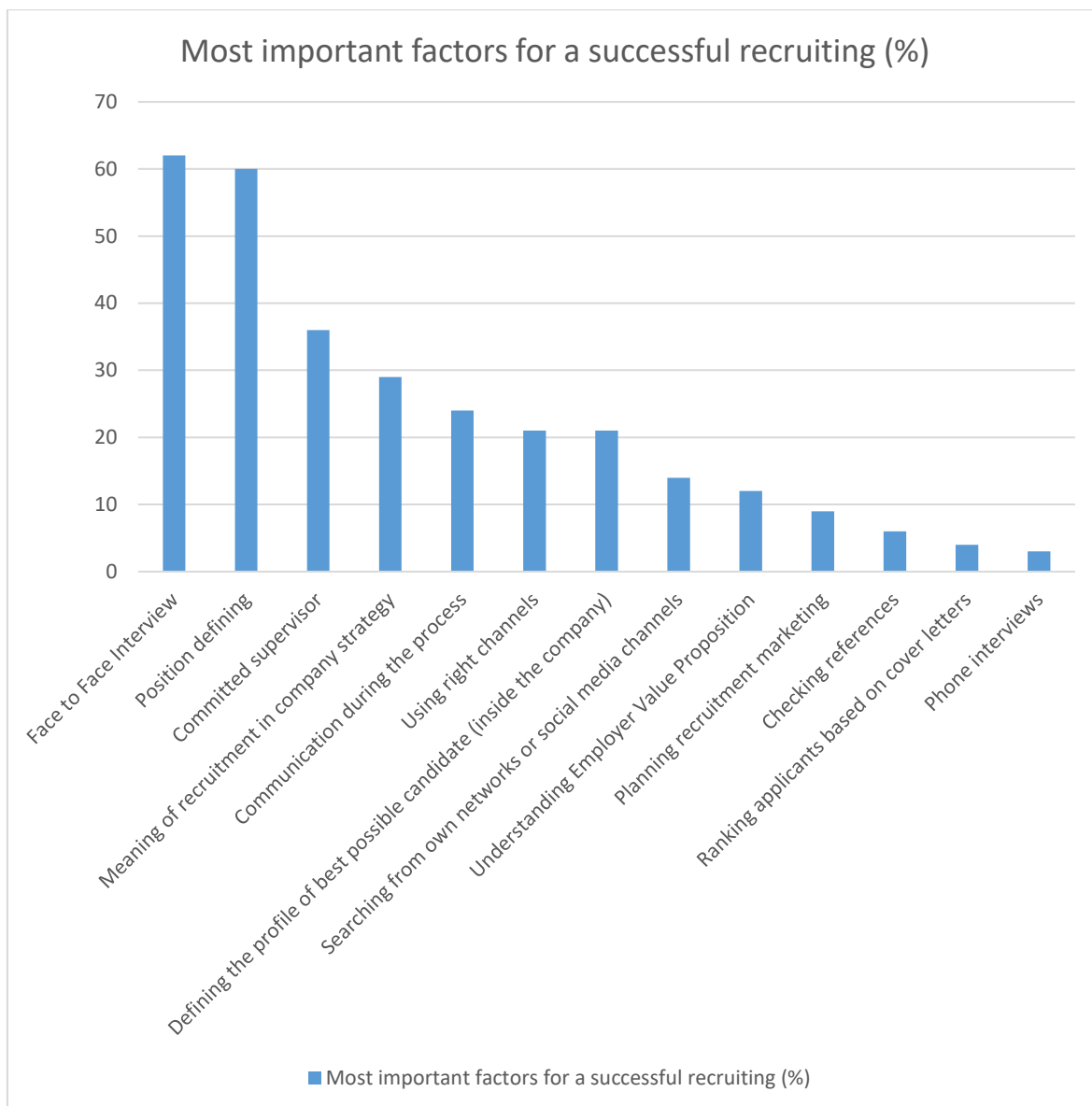


Chart 7 Most important factors for a successful recruiting

Chart 6 and Chart 7 are not completely comparable, because the researches were made from different organizations and the answers & answer options were different. Although, both charts describe similar trends. A clear and honest job advertisement is a key element for successful recruiting. However, applicants and recruiters see the importance of good communication between these parties differently.

Communication during the recruiting process was the biggest issue among applicants. 89 percent of the participants answered that they didn't get enough feedback about why they were or weren't chosen for the position. (aTalent 2018.)

Misleading, incorrect or irrelevant job advertisements and old-fashioned applying systems which will take lots of time and are hard to use, were seen as unmotivating factors to apply for a job. (aTalent 2018.)

### 3.1.5 Employer Branding and Commitment

Employer branding is an important part of the company's image and plays a big role in recruiting too, as we learned in the previous chapter (see 2.2 Employer Branding).

95 percent of the recruiting professionals said that a good employer brand is crucial to building success in recruiting (Duunitori 2019).

In the survey of aTalent (2018) participants answered what characteristics make a company tempting. The results are shown in Chart 8.

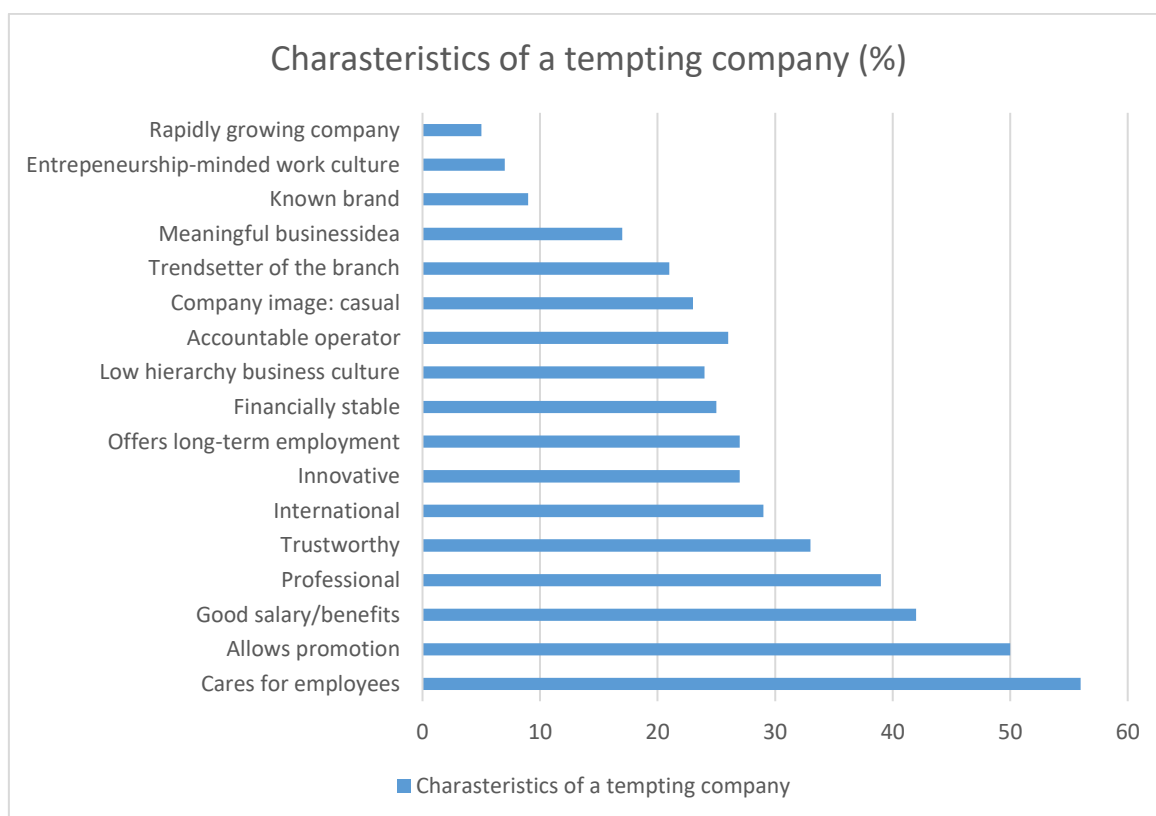


Chart 8 Characteristics of a tempting company.

The two most important factors to get committed young professionals are to provide interesting and rewarding jobs and assignments, and to enable promotion inside the company. (aTalent 2018.)

This correlates to the interest of applicants while applying for the job which we saw in chapter two (see 2.2 Employer Branding): clear and honest information about the position and possibilities to promote inside the company.

## 4 RESEARCHING REAL-WORLD RECRUITING

### 4.1 Research Methods

*“Starting point for qualitative research is to describe real life” (Hirsjärvi, Remes & Sajavaara 2007, 157. Translated by Author).*

This research aims to gather information about concerning recruiting in real-life, real companies. There are great researches already done by Duunitori and aTalent, but this study was done as qualitative research to understand the field more deeply and let the professionals express themselves with their own words instead of filling question forms or sheets.

Research question or questions lay the basis for choosing the methods to gather research material and information. After gathering written literature and other possible sources of information, usually, researchers will collect new observations, data or information themselves with a suitable method for that specific research. (Saaranen-Kauppinen & Puusniekka 2006, 47.)

Traditional methods for gathering information in qualitative research are Interviews and Observations (Saaranen-Kauppinen & Puusniekka 2006, 47).

The author pondered to assign the interviews as a theme-interviews or half-structured interviews.

The author chose half-structured interviews to ensure that all participants would be equally interviewed. The risk of drifting from the topic and therefore making the interviews unequal would have been too high with theme interviews, considering the author's minimal experience as an interviewer.

The goal of the interviews was to find out how different companies are recruiting and how they adjust to the changing environment in the field. The criteria for the companies to be chosen was that they have to be medium-sized or larger with own human resource department inside the company. Also, recruiting could not be their core business, to keep interviewed companies at the same level.

Interviewed companies were chosen with the following process:

1. The author searched companies that are recruiting from Duunitori's Job-board and governmental employment agency's web pages.

2. Then the author performed a google search of the company and found out their branch and size.
3. If the searched company matched with criteria, the author tried to find the email address for the company's recruiting department and ask if they are interested to participate in the research.
4. If the company was interested, the author discussed with the participating employee with email or phone and told about the research and scheduled a meeting for the interview.

While searching for potential companies for interviews, the author observed that it is rather difficult to find out contact information for many of the companies. It was possible to send applications through their webpages, but direct email address or contact information was not available.

The author skimmed around one hundred companies among the process and found useful contact information for about thirty companies. Of those thirty companies which were reached with emails, ten replied. Of those ten companies, six were interested to participate this research.

The emails which were sent to companies included the author's background information, reason why the author is reaching out, what this research is about and the length of the interview.

Emails were in Finnish and included the author's introduction, research topic, information about the interview: length, number of questions, notification that they will be recorded, and the anonymity of the research. Figure 3 is a screenshot of an actual email that was sent to the companies.

Hei,

Olen 25-vuotias tradenomiopiskelija Vantaalta.  
Kirjoitan opinnäytetyötäni rekrytoinnin muutoksista, sekä siitä, miten yritykset rekrytoivat nykyään.  
Yrityksenne vaikuttaa mielenkiintoiselta, ja haastattelisin teitä mielelläni (n.25-40 min) aiheeseen liittyen.

Haastatteluun kuuluu 14 kysymystä, joista kävisimme sitten avointa keskustelua, joiden perusteella teen muistiinpanoja.  
Varmuuden vuoksi äänitän myös haastattelut, jotta mitään olennaista ei pääse unohtumaan.

Osallistujat ovat anonymoijia, tutkimukseen merkitään yrityksen koko (henkilöstön määrä), sekä haastateltavan toimenkuva.

Onnistuisiko haastattelun järjestäminen?

Ystävällisin terveisin

Pyry Puntari

Figure 3 Email for companies

Author scheduled six meetings, but two participants canceled and were left out of the research. Four companies were interviewed, three interviews were face to face and one interview was done through a mobile phone.

All interviews were planned and scheduled in a way that they would fit participants' timetables in the best possible way.

The first interview took place in a cafeteria in Helsinki, participant 1 suggested it, because of its convenient location.

Participant 2 and participant 4 invited the author to their offices, because that was the best way to include interviews in their calendars.

Participant 3 wanted to do the interview by phone.

All interviews were recorded digitally and afterward translated to text. Participating persons and companies are anonymous in this study. Their branches are commercial and technical. Recordings will be destroyed after publishing this thesis.

Interviews were done in Finnish and translated by the author for this thesis. The author is not a native English speaker so there is a possibility of mistakes and incorrect translations.

After each interview, the author did transcriptions of the recordings. Recordings were transferred to written text with the exactness of word to word.

After transcription of recordings to text, the author screened through the texts and encoded information related to research and then compared the interviews together.

Interviews took place between 13.12.2019 – 22.01.2020.

Interviews started with background questions to learn about participants' competence and experience. The questions were the following:

- What is your job description/title?
- How many people do you recruit annually?
- How long you have been working in the recruiting field?

These questions were chosen because they will give perspective to participants' work. The results will be shown in the next sub-chapter.

## 4.2 Findings of Interviews

As mentioned before, the interviews started with background questions. The results are shown in Table 1.

Table 1 Results of background questions

	Participant 1	Participant 2	Participant 3	Participant 4
<b>Job title</b>	Human Resource Development Specialist	Human Resource Business Partner	Human Resource Manager	Talent Acquisition Specialist
<b>Working experience among recruiting</b>	Under 2 years	15 years	15 years	3 years
<b>Number of recruitments in a year</b>	30-40	The role varies, participates most of the recruitments at some level	Under 10	Around 50
<b>Size of the company</b>	500-1000 employees	500-1000 employees	200-500 employees	Over 1000 employees

After the background questions interviews moved on to the actual interview part about recruiting. It started with a question about the recruiting process: How would you describe the recruiting process from beginning to end in your company?

All participants had similar answers about how they see the process. They had different methods and ways to do it but the basic view about the recruiting process was the same for all:

1. Defining the need for recruitment and evaluating how to fulfill the need
2. Discussing with supervisors what kind of skills, talents and other criteria is needed and a good description of the searched position
3. Choosing and using proper channels to reach candidates
4. Receiving applications and screening them
5. Interviewing candidates, amount of interviewing stages and methods (face to face, phone, video, etc.) varied on the company and searched position.
6. Picking the best candidate and creating a job offer

The second question of the interviews was about the tools that the participants use in the process.

Used tools varied between the participants. Participants 1 & 4 used recruiting software tools for receiving and examining the applications. Participants 2 & 3 received all applications through email.

*We don't use any specific recruiting program, we use email. A few months ago, we started doing phone interviews. (Participant 2)*

All participants mentioned that they use suitability tests, especially for management and specialist recruits.

*We use suitability tests for some specific tasks and management positions. (Participant 1)*

*In the second round of interviews, suitability tests come along. Rule of the thumb is: when a position is more challenging or difficult, more tests and evaluations are performed. (Participant 4)*

Participant 4 was the only one who uses video-interviews in their job.



*After sourcing, the first interview round starts with phone or video interviews. (Participant 4)*

The third question was: What channels do you use in recruiting?

Used recruiting channels varied between participants. Table 2 shows what channels they were using.

Table 2 Used recruiting channels

Channel	Participant 1	Participant 2	Participant 3	Participant 4
<b>Governmental Employment Agency</b>	x	x	x	x
<b>Company Homepage</b>	x	x	x	x
<b>Monsteri.fi Job-board</b>	x	x		
<b>Oikotie.fi Job-board</b>		x	x	x
<b>Duunitori.fi Job-board</b>	x	x	x	x
<b>Union publications</b>	x			x
<b>LinkedIn</b>	x	x	x	x
<b>Facebook</b>	x	x	x	x
<b>Instagram</b>		x		x
<b>Twitter</b>				x

*Used channels depend on the position of what we are filling because different branches and positions require a different approach. Standard channels are our homepage, Oikotie, LinkedIn and Duunitori. (Participant 4)*

All companies appreciate and encourage their employees to share open jobs in social media.

*Our employees share posts from our company, which often means that we can reach our target audience and also, improve our employer brand. (Participant 1)*

Participants 1 & 4 were active LinkedIn users and told that they directly search and headhunt potential candidates from there.

*We post all jobs to LinkedIn, and I adjust them to target audiences. I use LinkedIn to headhunt for "hidden" jobs. (Participant 4)*

Participant 2 had an interesting bonus campaign for their employees.

*Our employees can get a bonus if they bring new workers in our company. Usually, the campaigns are "Bust a friend and earn"- type. (Participant 2)*

Question number 4 was related to the previous question and it was: Do you use social media in recruiting and if you do, how?

*I use Facebook and LinkedIn. We don't post paid advertisements on these channels. On Facebook, we publish on company pages and I use my personal LinkedIn profile to find connections from my own network. (Participant 1)*

Participant 2 says that their company posts openings to their company's Facebook. She mentions that they use LinkedIn, but doesn't clarify how.

*We aim to reach younger potential through our company's Instagram & Facebook pages. (Participant 2)*

Participant 3 tells that they publish job openings on Facebook and emphasize their employees to share and advertise the openings in their own social networks. She also mentions that the effect of social media has been little to their recruits.

*Our target group is usually older and not that active in social media, at least in terms of recruiting. (Participant 3)*

Participant 4 posts job advertisements to LinkedIn and headhunts candidates from there directly. She doesn't use their company Facebook and Instagram personally, their Employer Branding expert handles those accounts.

The next theme was communication during the recruiting process.

All participants thought that active communication between applicants is really important for successful recruiting. Also, the effect on Employer Brand is notable. Although all participants agreed that good communication is important, part of them confessed that their communication is not working so well.

All companies will send an email when they receive the application and if it got through to the next phase or not. These emails are done with an automated message.

*At this point, our communication with recruiting is done poorly. Recruiting, in general, isn't the main priority for us at the moment. (Participant 3)*

*There is always something to improve in communication. Communication plays a huge role in applying experience. Even if the schedules given to applicants have to be postponed, it is way more pleasant for the applicants if they are informed early and properly. (Participant 4)*

*Personal feedback will be given always when it is possible. Usually, at least those applicants who are interviewed will get personal feedback. If it is not possible to give personal feedback, at least we will recap what were the key competences for this chosen position. (Participant 4)*

Participant 2 tells that they had huge issues with recruiting before because they were overwhelmed with their recruiting system. Now they have hired a new employee to coordinate the applications and to contact applicants, which removed weight from management and improved the applying experience.

Participant 1 was generally satisfied with their communications.

*Communication is done properly in our company. We have active social media channels and our public relations -team is active. (Participant 1)*

After communication, interviews moved on with employer branding. The question was: How do you see your company's employer branding and how does it affect recruiting?

Participants 1, 2 and 4 agreed that the current situation is that the recruiting field is mostly "employees market". Employers are fighting for talent and to win this fight, or even surviving in this battle, a good employer brand is crucial.

Participant 3 was slightly quiet about employer branding and said that they are appreciated workplace inside the industry, but their brand recognition is poor for "outsiders". They will put more effort into employer branding when recruiting is more important to them.

*We are seen as a bold and interesting company. Many have applied for us because of our culture and company interests them, not necessarily the position. (Participant 4)*

*Our brand is rather good when comparing to our nearest competitors, but we cannot compete with the leaders of the branch. (Participant 2)*

Participant 1 sees that their company ranks well amongst the closest competitors. She points out that their company has improved its brand a lot in the past years and especially students are interested to work in their company. She also recognizes that interesting content (videos for example) on the company's social media and homepages have gained positive feedback from applicants.

*Recruiting related videos from our employees and how their normal working days look like have been popular and appreciated among the applicants. (Participant 1)*

Question seven was about the characteristics of a good applicant: Which are the most important things or elements when choosing the best applicant.

This question divided answers, but differences are logical because the companies work in different branches.

*Believing in company values and fitting to company culture is the most important thing. After that becomes attitude, you can teach everything except attitude. (Participant 3)*

*In our field know-how and competences matter. Positions are often extremely detailed and the choice is based purely on talent. (Participant 1)*

*Creating the right candidate profile before publishing the advertisement and finding the perfect match for it. (Participant 2)*

Participant 4 also agrees that matching the candidate profile is important to move on with the process, but at the choosing part, cultural fit weighs a lot.

The next question was: How do you make successful recruitment?

*The amount and quality of received applications are good indicators of a successful recruiting campaign. (Participant 1)*

*The key is to focus with time on candidate profile and job description. When they are recognized the whole process is easier. (Participant 2)*

Participant 3 says that using the best channels and employee's networks to find the most suitable candidates is the key to success.

*When you don't have that many employees, it is extremely important that everyone can work together. (Participant 3)*

Participant 4 also states that focusing on candidate profile and job description is the key element to start with. Then using the correct channels and finding the best candidates. Crucial is to know where the candidates are or aren't. If you already know that it is extremely hard to fill the position, you should consider outsourcing the task for a headhunter.

After getting to know the success factors, it was time to move to things that grind gears. The 9<sup>th</sup> question was: What are the most challenging things in your job?

*The most difficult thing for me is to understand the core competencies and create job descriptions which are suitable and inspiring for the applicants because I have studied different branch. (Participant 1)*

*Time used to be our weakness, now things are better. We are fighting against other employers and the lack of experienced employees is the biggest problem at the moment. When we don't get employees enough, the recruiting need is chronic which gives a bad image of the company. (Participant 2)*

Participant 3 states that their biggest problem is the lack of expertized employees.

*Lack of talented labor is an issue, demand is higher than supply. Also, salaries might become an issue when the applicant has multiple offers because we are a huge company and we must pay rather equal salaries for our workers. And matching schedules: if there will be multiple participants from our own house, the communication and schedule planning is sometimes difficult. (Participant 4)*

The last question of the interviews was about the future of recruiting and how these professionals see the field in five years.

Participants 1 and 4 both thought that in the future it is more and more "employees market" which means that employees will not settle anymore for an "okay" job. They can choose their employer and here employer branding plays a huge role.

*Five years is such a long time that I won't even guess. Definitely, digitalization has more effect. Freelancing probably increases. (Participant 3)*

Participant 2 was slightly on the same track with participants 1 & 4. She thought that it will be harder to get committed employees in the future. Also, commitment could be improved

with deeper co-operation with schools and internship programs, especially in branches that include physical work and hand-crafting skills.

*Hopefully, the evaluation process improves and grows different methods and angles for recruiters and applicants. It would be nice that applicants could always get to know their future colleagues within the interview stage. And in general the change of interview situation forwards to a friendly meeting instead of an interrogation. (Participant 4)*

*Lack of time will increase in the future and therefore video interviews become more popular. Employees will have more options and they can choose the best company, which means that recruiting will be more challenging too. (Participant 1)*

## 5 CONCLUSIONS & DELIBERATION

There isn't one simple answer or truth to be told for what is superb recruiting. Recruiting should always be carefully planned process from the point when the need is recognized until orientation is done. Every company is different, which means they all have different values and cultures, and therefore even that the job description is the same in different companies, the criteria for the applicant can vary a lot.

Because there are many different companies, cultures, jobs, and people -it is impossible to say that one's recruiting should be done in a specific way, because different branches all have their special flavor and things that just work with them.

Of course, these differences mentioned above, are only a small part of the recruiting process and little things that make the recruiting detailed and personalized. Well organized, planned and thoroughly thought recruiting process is the foundation to hire employees. The basics must be handled before you can specialize.

The interviewed companies were from different backgrounds, branches, and different sizes. A clear trend was that bigger the company, better handled and polished process for the company.

### **Participant 1**

Their company clearly puts effort into recruiting. They are bold to try new things on the field and see which things work and which don't. For example, the participant told about their introduction videos of different jobs. It is easier for the applicant to understand that way how their future workday could look like.

In general, the author was left with a feeling that this company knows its strengths and weaknesses. They have a well-functioning recruiting team, but there is a lack of a talented workforce. And the thing to win the race of talented specialists is to look good in their eyes which means they need to focus more on employer branding.

### **Participant 2**

This company has improved its recruiting, but it felt like they are not seeing recruiting as an important process of the company. The atmosphere of the interview felt more like the participant was underrating the importance of talented labor. It felt like she wants them to look that they are putting effort into recruiting but actually they are doing the absolute minimum.

Without deeper knowledge of the branch and commitment, it is hard to say if their recruiting is decent. But when compared to researches and other participants of this study, seems like this company could achieve better results if they would plan their recruiting strategy and process again, and probably put more money into it.

### **Participant 3**

Participant 3 told at the beginning of the interview that their company's recruiting is in poor condition at the moment. It is not a priority right now and they are focusing on other problems. It seemed that they have the knowledge of how to perform their recruits well, but they just don't have the interest or capital at the moment. Recruiting seemed as "necessary waste of time" instead of a chance to increase knowledge and productivity inside the company.

### **Participant 4**

This company had the most employees and it was seen in their recruiting standards too. They had clearly seen that well-done recruiting improves its brand and saves money in the long term. This company seemed that they actually want to improve themselves all the time and not just settle for okay.

This participant was the only one who spoke about how they are managing and using talent pools. Their company size makes it easier to run a big candidate pool, but smaller companies probably lose talented candidates because they cannot offer alternative options that much.

The research question was: "How companies are recruiting?"

The research provided answers and aspects of the recruiting world and how different companies are proceeding their recruitments. All companies had the basics handled, but the results were that two of those four companies were more advanced in the recruiting field and it seemed that their strategy will help them in the future and the other companies were already struggling and it probably will not ease in the future.

And the backup question: "Are companies applying modern methods or are they outdated?"

When comparing the key points of what modern recruiting is or should be according to Duunitori and aTalent with interviewed companies there were similarities and differences. To answer the question: Some companies are applying them partly or well and some companies nearly at all.



When comparing a few points of previous researches from Duunitori and aTalent to interview results, we can point out the following:

### **Recruiting Channels**

Most important recruiting channels were in line with interviews and previous researches. Own networks, company webpages, social media (especially LinkedIn) and Job-boards were used a lot.

### **Recruiting Methods**

Comparing the faced methods according to aTalent and the results of interviews, the same methods came up; face to face interviews, phone interviews, and LinkedIn were used a lot in both parties.

When looking at what the candidates hoped for according to aTalent, it was slightly surprising that interviewed companies didn't even mention many of these hoped methods such as a trial day at the company and meeting future co-workers before signing the contract.

### **Successful recruiting process**

Research of Duunitori, aTalent and interview results were similar, most important things in a successful process are:

- Defining the need and position
- Clear & honest job advertisement
- Good and informative communication during the whole process
- Professional face to face interview

Even that interviewed companies recognized the optimal process, it doesn't mean that they are performing that way. Especially communicating with applicants and the lack of it had a conflict with what applicants hoped for.

We must remember that this research was done with companies from different branches. This means that comparing them against each other and other researches might not be accurate. All participants stated that every recruit should be thought carefully and evaluated where the candidates can be found, so it is not that black and white whether not being on the edge of modern tools strictly correlates to successful recruitments.

Development idea for companies: Consider recruiting as a source of a motivated and talented workforce which will help the company to arise and gain success, instead of thinking recruitment as an inevitable, negative action.

Employer branding is definitely a huge trend that drives recruiting now and more in the future. These interviews showed that employer branding and well structured humane recruiting process goes hand in hand.

## 5.1 Reliability, Validity and further research

Reliability is one form of measuring the trustworthiness of research. If research is reliable, the outcome of the research is repeatable, in other words: the results aren't random. (Hirsjärvi, Remes & Sajavaara 2007, 226.)

According to Kirk & Miller (1986, 41-42.) Reliability in qualitative research can be divided into three sections:

- Quixotic reliability: Refers to evaluating if a method is producing predictable answers which are not trustworthy. E.G. If a person is asked how they are, most of them will answer fine. Which probably isn't true in most cases.
- Diachronic reliability: Refers to how the research will last time. Will the result change if it will be done after one year? Although qualitative research usually focuses on objects and phenomenon's which vary during the time.
- Synchronic reliability: Refers to the similarity or difference between the results of research which considered the same topic but used different methods. Therefore questions the author: how is this possible?

The author thinks that quixotic reliability is good in this research. Half-structured interviews didn't include questions where the answers could have been known beforehand.

Diachronic reliability is not valid for this research, because the research itself focuses on a phenomenon that changes in time.

If the research would have been done with different methods, for example with open interviews, the main thread probably would have been similar. Parts of the answers probably would have been different, or they possibly wouldn't have even risen up, and other hand-edly without beforehand questions some different aspects could have risen from interviews.

The author believes if the research would be repeated, results would be similar. Qualitative research rarely provides identical results because researched things aren't measurable like quantitative research.

The validity of the research means if the used research methods and questions are relevant for revealing the researched topic (Hirsjärvi, Remes & Sajavaara, 226, 2007).

The questions are based on the knowledge of the second chapter of this thesis, researches of Duunitori and aTalent, and the author's own judgment.

The author believes that half-structured interviews were a valid way to gather reliable information about the phenomenon. It could have been interesting to use open interviews, but it would have needed more time and resources than was available.

This research was conducted with the best knowledge, methodology, and sight that the author was able to provide when this thesis was written.

### 5.1.1 Further research

Recruiting is an interesting topic which affects all employees at some point in their career. It also changes and evolves during the time.

Duunitori & aTalent are doing magnificent researches annually with their recruiting researches. Both of them provide great and usable information from different aspects.

If this research would be done again, the author suggests that participants would be chosen more carefully.

It depends on what angles are researched, but in this research clearly would have been better to have all participants from the recruiting field. Two participants were in higher positions and daily recruiting wasn't their job. They were maybe too far from the recruiters.

Also, interviewing recruiters from the same branch could be meaningful, they are more comparative because they are operating in the same field. Now it was slightly problematic to compare companies because of different branches.

Employer branding and the impact it has in the recruiting world should be a really interesting topic to focus on recruiting-related researches.

## 6 SUMMARY

This research was created by the author's personal interest in the recruiting field. The aim of this study was to reveal what are the trends in recruiting and how companies are actually recruiting in real life.

The theoretical part of this research was created with a literature review. Also, previous researches of Duunitori and aTalent played a key role in this research and the results of those researches were compared to the author's interview results.

The empirical part was done with half-structured interviews, and the author interviewed four participants from different companies.

Participants were chosen with the author's choosing methods (see 4.1) from the governmental employment agency's online portal and Duunitori job board. Requirements for choosing a company was that they have to have at least 50 employees and their core-business shouldn't be recruiting-related. (such as employment rental agencies etc.)

The author reached out about thirty companies with email, six of them promised to participate in the research, but two of them canceled, so the research was done with four interviews.

The research pointed out that recruiting has changed from printed job-advertisements to various different platforms, such as online job-boards and different social media services. Although their own networks are seen really important.

The research didn't focus that much on employer branding, but it was inevitable to pass that big theme in recruiting. All studies and interviews pointed out that employer branding is currently the biggest "thing" in recruiting at the moment. Applicants have lots of variety to choose from, and companies have to fight for talented employees.

The results of the research were slightly surprising for the author. The author thought that companies with hundreds of employees would have had more organized, structured, and well-performing recruiting strategies and policies. Two interviewed companies matched the "requirements" of modern recruiting well and they seemed that they have "draft" in their companies.

And two of the participants seemed that they were a bit outdated in the recruiting field. Of course, they were smaller companies than the previous two, but the general feeling what the author captured during interviews was that these smaller companies weren't "excited" about recruiting. They saw it more like a necessary cost which just has to be dealt with.

Better performing two companies gave a signal that they can see recruiting as a source of growth, talent, and development of the business.

Finally, the author will seal this thesis to these words: Recruiting has changed during time, it takes effort to bright among competitors, but with positive employer branding and honest communication with stakeholders it is more likely to capture the best talent on the field.

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## APPENDICES

# Interview Questions

### Background Questions

1. What is your job description/title?
2. How many people do you recruit annually?
3. How long have you been working in the recruiting field?

### Research Questions

1. How would you describe the recruiting process from beginning to end in your company?
2. What tools do you use in the process?
3. What channels do you use in recruiting?
4. Do you use social media in recruiting and if you do, how?
5. How would you describe the communication during the recruiting process in your company?
6. How do you see your company's employer branding and how does it affect recruiting?
7. Which are the most important things or elements when choosing the best applicant?
8. How do you make successful recruitment?
9. What are the most challenging things in your job?
10. How do you think that the recruiting world is going to change in the next five years?

## Appendice 1 Interview Questions

Hei,

Olen 25-vuotias tradenomiopiskelija Vantaalta.

Kirjoitan opinnäytetyötäni rekrytoinnin muutoksista, sekä siitä, miten yritykset rekrytoivat nykyään.

Yrityksenne vaikuttaa mielenkiintoiselta, ja haastattelisin teitä mielelläni (n.25-40 min) aiheeseen liittyen.

Haastatteluun kuuluu 14 kysymystä, joista kävisimme sitten avointa keskustelua, joiden perusteella teen muistiinpanoja.

Varmuuden vuoksi äänitän myös haastattelut, jotta mitään olennaista ei pääse unohtumaan.

Osallistujat ovat anonyymejä, tutkimukseen merkitään yrityksen koko (henkilöstön määrä), sekä haastateltavan toimenkuva.

Onnistuisiko haastattelun järjestäminen?

Ystävällisin terveisin

Pyry Puntari

## Appendice 2 Email for reaching companies